

DIRECTORATE OF
FISHERIES (D-FISH)

WESTERN AND CENTRAL PACIFIC FISHERIES COM-
MISSION (WCPFC)

**REVIEW AND REFORM STRUCTURES AND FUNCTIONS OF VIETNAM'S NA-
TIONAL TUNA ASSOCIATION: A BASIC SOLUTION FOR SUSTAINABLE TU-
NA FISHERIES MANAGEMENT AND DEVELOPMENT OF VIETNAM**



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EXECUTIVE SUMMARY

In the process of developing fisheries management plan, the review and reform of legal and policy frameworks and enhancing the Government management roles and community-based fishery management systems have highly been considered as important and holistic approaches and been accordingly recognized by national fisheries management agencies, fishing industries/companies and fishing communities. Tuna Fisheries Associations at provincial level were established at three central provinces of Binh Dinh, Phu Yen and Khanh Hoa since 2008. In addition, Vietnam's Tuna Association (VINATUNA) has also been established afterward in October 2010. This is a National Tuna Association with highly expectations are to help its members (i.e. tuna fishing industries, processing companies, fishers, etc.) to manage, maintain and develop the Vietnam's tuna resource more sustainability and efficiency. However, VINATUNA has not been playing extremely important roles as expected since it currently has some problems in term of the operational structures and financial aspects.

Understanding these limitations, Western and Central Pacific Fisheries Commission (WCPFC) throughout the West Pacific East Asia Oceanic Fisheries Management Project (WPEA OFM) implemented by Department of Capture Fisheries and Resources Protection (DECAFIREP) has supported a consultancy activity to review and reform structures, functions and roles of VINATUNA. These revisions can provide the further promises to improve the tuna fisheries management systems of Vietnam and significantly contribute on the development process of a National Tuna Fisheries Management Plan.

These studies are to provide solutions and recommendations to reform structures and functions of the National Tuna Association. The studies also are to identify weakness on organization and functions of VINATUNA to recommend changes to ensure its sustainable financial ability to maintain its activities.

The outlines of the report include three sections:

Section 1: Evaluation of current status on oceanic tuna fisheries of Vietnam;

Section 2: Review and reform structures and functions of VINATUNA;

Section 3: Recommendation to re-organize tuna associations in the future

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SECTION 1: EVALUATION OF CURRENT STATUS ON OCEANIC TUNA FISHERIES OF VIETNAM

1. Histories of oceanic tuna fisheries in Vietnam

Vietnam is located at a humid climate and tropical region with the coastal line of around 3260 km consisting of more than 3,000 small and large islands and archipelagic regions including Hoang Sa and Truong Sa islands. Vietnam has the Economic Exclusive Zone (EEZ) of about 1 million km². Due its natural conditions (e.g. weather, climate, etc.), coastal marine resources of Vietnam are mostly characterized by small organisms (small pelagic fishes), multi-species and distributed in the fishing grounds expanding in whole the country such as Tonkin Gulf, North-Central, South-Central, South-Eastern region, Thailand Gulf.

One of the remarkable characteristics of fisheries in Vietnam is the small scale fisheries. Fishing communities are usually the poor fishers with limited financial resource for the fishing activities. They usually use traditional and backward fishing methods and thus, the advanced fishing technologies are seldom used. Therefore they are fishing individually without collaborating together.



Fishing vessels at fishing port of Qui Nhon city, Binh Dinh province (The picture was taken by author).

From 1981 – 1990, Vietnam's economy has been gradually developed after a long period flattened. Vietnam was also planning to access the global economic markets at that time.

Because one of specific characteristics of fisheries is always integrated with national economy and thus the fisheries of Vietnam have also strongly been influenced by domestic and foreign markets. Although the Vietnamese fisheries are only small-scale fisheries operating freely at the coastal marine regions, they must also be influenced directly and/or indirectly by the national economy. This is a very different and specific factor with other agricultural sections.

After each fishing trip the fishers usually sell entire their landing to buy rice, food and other necessary goods to maintain their lives and the remaining budget portion used for next fishing trips. Therefore, if national economy has problem then the fisheries may be influenced as they are also impacted by market economic rules. In recent years, Vietnamese fisheries have been changing very fast together with development of national economy. The fishing methods and gears have been always upgraded and improved to target on high value commercial species for exporting to achieve higher benefit. Oceanic tuna fisheries are also the case. Oceanic tuna fisheries of Vietnam introduced by Japanese in the period from 1988 - 1989 throughout South-Western Fisheries Product Processing and Logistic Service Company (the former name of Bien Dong Marine Capture and Service Company) and until now the tuna fisheries have still producing significant incomes for local fishing communities.



The first tuna longline vessels of Vietnam (Western Stone Vessel and SG.91919.BTS on the right and left hand side, respectively). The pictures are provided by Bien Dong Marine Capture and Service Company.

In the early 1990s tuna resources were very abundant and thus the benefit of each fishing trip was usually very high. The landings were usually directly exported to Japan with the high and constant prices. At the same time, the South-Western Fisheries Product Processing and Logistic Service Company became one of the most well-known companies on marine capture and processing. Because of those initial successful achievements, many other fishing agencies and fishers have come and learnt the tuna fishing experiences of the company. These experiences were also then trained for the fishing communities in whole the country.

In addition, due to very high benefits gained from the oceanic tuna fisheries, many fishing companies and individual fishers invested their budget source to build the new tuna fishing vessels and other necessary fishing facilities. Such the typical examples were Dai Duong Company, Viet Tan Company and Bien Dong Marine Capture and Service Company located at Ho Chi Minh City and Manh Ha Company based at Ba Ria – Vung Tau province. In total, these companies invested to buy about 40 newly built tuna longline vessels with capacity from 150 – 500 horse power. These tuna fishing vessels were normally imported from Japan. Together with development on tuna longline fishery, other tuna fishing technologies were also introduced and expanded by fishing communities at central provinces of Vietnam (Binh Dinh, Phu Yen and Khanh Hoa) (i.e. gillnet and purse seine fisheries).



Unloading activities at Tam Quan, Binh Dinh (The picture was taken by the author in September 2011).

Tuna fisheries have been developed since then and opened as a potential direction for off-shore fisheries development to target on the high value species for export. However, after more than 20 years since introduced so far total annual tuna catches (2006-2010) have only reached from around 15,000 to 30,000 tons, of those oceanic tuna production contributed around 12,200 tons. It is said that total current tuna catches are still below the maximum sustainable yield (MSY) estimated by national tuna stock assessments. According to recent

tuna stock assessments conducted by Research Institute for Marine Fisheries (RIMF) in 2004, the biomass of tuna species at Vietnamese waters estimated as follows:

- Yellow fin tuna (*Thunnus albacores*) and Bigeye tuna (*Thunnus obesus*) was around 45,000-53,000 tons.
- Skipjack tuna (*Katsuwonus pelamis*), Frigate tuna (*Auxis thazard*), and Spot tuna (*Euthynnus affinis*) were approximately 618,000 tons.



Unloading activities of oceanic tuna vessels at Tam Quan, Binh Dinh. The picture was taken by the author in September 2011.

In addition, according to information from buyers, the total potential estimation value of oceanic tuna catch of Vietnam can reach about 500 million USD per year. If so, this can be a significant figure for Vietnam's fisheries sector in general and the tuna fisheries in particular. However, the annual real value obtained from tuna fisheries was only around 100 million USD (only about 20% compared to total potential estimation value). One of the problems with current tuna fisheries of Vietnam is that small tuna vessels using traditional fishing methods and gears with low capacity can fish more effectively than the big one with high capacity and equipped advanced fishing technologies. Therefore, the number of tuna fishery vessels (40 units) which were invested by fishing companies or fishers was only operated at the early years since the tuna fisheries introduced to Vietnam (1990s). Currently, these vessels cannot continue fishing since efficiency and benefit obtained from these vessels is low. As a result, these vessels must be stationary and not go for fishing at all.



The oceanic tuna longliner of a fishing company at Hon Ro, Nha Trang city, Khanh Hoa province (The picture was taken by author in September 2011).

In the early 1990s, with expectations of offshore fisheries development, Vietnamese Government proposed and established a program called “**Motivation Program – Doi Moi**”. At the same time, new fishing technologies were introduced into Vietnam and this also encouraged development of oceanic tuna fisheries. However, this program seemed to fail to fulfil its expected outcomes and one of its limitations was that there was no possibility to change small scale tuna fisheries using traditional fishing methods into the large scale commercial fisheries.

So why have not the oceanic tuna fisheries of Vietnam yet developed to become the commercial fisheries using modern fishing technologies so far, although they were introduced over 20 years?

2. Status of oceanic tuna fisheries of Vietnam

2.1. Tuna exploitation

In the early years since oceanic tuna fisheries introduced into Vietnam, both Vietnamese Government and private fishing sectors have already obtained relative high incomes from tuna fishing activities throughout exporting tuna products into Japan and United States of

America. However, the tuna fisheries as well as other offshore fisheries have strongly been impacted by many external natural factors for instance they must always face with high potential risks such as natural disasters, storm, weather conditions, etc. Moreover, the tuna fisheries must also be strongly influenced by the market economic rules and in order to sell the tuna products with higher price, it is necessary to ensure high quality product and satisfy buyers' requirements. If so, the tuna fisheries must also highly be managed by the synchronized and simultaneous management systems for entire value chain from fishing logistical services, fishing, preservation, processing and exporting. In other words, there is a need to build synchronization management system from resource management, fishing community management, traceability, fishing ground management, marketing management... These systems must be integrated and harmonized and if these systems are separately operated by each individual/businessman/company then it is not effective. In addition, to well-manage oceanic tuna resources, we must consider the value chain management. Tuna fisheries management need also associate the value chain management and to effectively manage the value chain, activities from exploitation to consumption must be synchronized and comprehensively harmonized.

The value chain of the tuna product can be included as follows: scientific research activities to predict fishing grounds, management services for post-harvest product quality, fishing port services, fishing vessel, fishing technologies, post-harvest technologies, ice water quality, coolers, middleman, tuna product business, product promotion, exporting, emergency services, etc. In other word, we need to establish a comprehensive and synchronous system among logistic services, infrastructures and fishery management system to support for fishing operations. It is very difficult to establish such systems without cooperation between government and private sectors. Although one fishing agency can have enough above mentioned factors, it should not still provide the promises whether their business activities can be successful or not if they do not have cooperation among other relevant stakeholders. Even though a fishing company might have enough financial resources, the markets and/or fishing technologies, it does not mean that the company can meet its business purposes and can come over economic crises.



Oceanic tuna longliners of a tuna fishing industry are stationary at Hon Ro port, Nha Trang city, Khanh Hoa province since no effective operations (The pictures were taken by author).

While the big tuna fishing companies must change their business activities or its fishing vessel fleet must be inactivated at fishing ports, the small tuna fishing fleets (around 2000

vessels) using backward technologies are still fishing effectively and the profits obtained from these fishing operations has dramatically changed the lives of many fishers in the region. Throughout investigations conducted at Tan Thanh fishing village, Hoai Nhon district, Binh Dinh province, almost the owners and fishers of small tuna fishing vessels have been gaining very good incomes. Mr. Nguyen Thu, the fisher of Hoai Thanh district, Binh Dinh province has become a rich man in his village just after 30 years carrying out oceanic tuna fishing (Vietnamese Fisheries Journal, 2011). Currently, he has four oceanic tuna fishing vessels with annual net income of around 2.5 billion VND (more than 100 thousand USD/year).

In Phu Yen province, oceanic tuna fisheries have made the positive changes of lives of hundred local fishers' families. The lives of a hundred families have been improved and some of them have become the rich fishers. In 2011, there are approximate 700 oceanic tuna longliners in Phu Yen province and annual tuna catches reached around 5,200 tons with the value of 700 billion VND (2.5 million USD). Almost the fishers working on the tuna longliners gained relative high profits and averaged approximate 10 million VND per trip (Phu Yen Knowledge Journal, 2011).



Interviewing fishing vessel captains in Binh Dinh province (at Tan Thanh village in the left and at Tam Quan village in the right picture). The pictures were taken by author in September 2011.

So questions addressed here are why the small tuna fishing vessels using backward technologies and traditional fishing methods are obtaining more profits than the bigger ones? And why the oceanic tuna longline fishery has been only developed in three central provinces of Binh Dinh, Phu Yen and Khanh Hoa?

In term of geography: Binh Dinh, Phu Yen and Khanh Hoa are provinces close to the fishing grounds where tuna species resources are very abundant. Because short relative distance to the fishing grounds, the fishers are easier to approach the tuna fishing grounds than the fishers of other provinces and thus, cost of fishing and travelling is reduced very much.

In term of technology: local fishing communities at Binh Dinh, Phu Yen and Khanh Hoa have the long-term traditions on shark and swordfish species fishing using longline fishery and thus they can easily adapt to apply the oceanic tuna longline fishery.



Shark and swordfish longlining have been used a long time ago in the central provinces (The pictures were taken by author at Tam Quan village in September 2011).

In term of history: as mentioned above, Vietnam's fisheries are small scale ones fishing in the coastal regions therefore fishing trip duration are normally taken only around one day in almost provinces of Vietnam. However, fishers of the central provinces have long time traditional histories on going fishing with a longer period. The reason is from a hundred years ago when King's administrations were located in the central regions and the fishers in the region are associated with the historical mission to protect national sovereignty and territory in high sea regions such as Truong Sa and Hoang Sa islands. Therefore, the fishers in these regions used to the long-day trips at sea. With current generations, they inherited experiences of the past generations and thus they can easily go fishing for the long fishing trip.



The tuna longliners in a central province. The left picture is belonging to a fishing company and the right one is the vessel of fishers.

In term of management aspect: the companies' owner is vessel's owner but not captains to manage directly operations of the vessel at high sea, whereas the captain of private vessels of fishing communities can be other the vessel's owners or brothers of the owner. Thus the vessel's owner can directly manage all costs of fishing trip. There is absolutely no cost for the indirect activities and no loss of product value during fishing and post-harvest. On the other hand, the input costs of trip are controlled at the lowest level and therefore differences of profits between fishing companies and fishers are absolutely high. Fishers can gain much more profits than the fishing companies.

Oceanic tuna fisheries have been introduced and developed in Vietnam more than 20 years. According to statistical data, in 2010 there are around 686 tuna fishing vessels in Phu Yen (457 longliners, 115 purse seiners and 114 gillnets) and total tuna catches of Phu Yen varied from 3,500 - 5,200 tons. In Binh Dinh, total number of tuna fishery vessels are 841 (482 longliners, 230 purse seiners and 129 gillnets) with average annual catch of 4,000 tons large tuna species and 3,000 tons of small tuna species. The number of tuna fishing vessels in Khanh Hoa are slightly lower than two other provinces with 389 units in total (96 longliners, 20 purse seiners and 270 gillnets) and annual catch estimates were around 3,000 tons. In summary, total annual value of the tuna fisheries in Vietnam reached about 20,000 billion VND equivalents to 100 million USD per year.

The tuna fishing vessels are usually made by wood with traditional designed styles and the capacity range from 90 to 400 horse power. These fishing vessels are normally equipped Global Position System (GPS), sonar, low and high frequency telecommunication facilities, etc. Fishing gear configurations depend on size of the vessels. Normally with the longliners, each mainline has from 700 to 1000 hooks (1200 – 1400 hooks in Binh Dinh) with the length of mainline of from 40 – 80 km. The branch line length is from 30 – 35 m and the distances between the branch lines are around 60 m. The soaking time of each haul is around 3-4 hours and suitable fishing event varies from 14 – 15 p.m. and 01-02 a.m. During soaking time, the vessels must run around to check if there are any fishes to be hooked for immediate preservation to improve fish quality.



Tuna longliners at Phuong 6 fishing port, Phu Yen province. The picture was taken by author.

The bait of the longliners is normally used by fly fish or oceanic squid. Normally each tuna longliner has the additional gears to fish the baits. Almost the tuna longline vessels are the multi-gear vessels and this can improve the fishers' net incomes and provide the bait for fishing.

Oceanic tuna fishing grounds are extended from Southern part of Hoang Sa islands along the offshore regions of Quang Ngai, Binh Dinh, Phu Yen and Khanh Hoa provinces connecting from West and South and around Truong Sa islands. In order to fish oceanic tuna species, the fishers usually integrate with fishing groups or teams to assist and support each other on the fishing operations or emergency situations at sea. Fishing seasons of the oceanic tuna fisheries are divided by two different seasons. The main fishing season is in the northeast monsoon season from lunar October to March of the following year. The second season of tuna fisheries is in the southwest monsoon season (from lunar April to September) and to be considered as the sub-season of the oceanic tuna fisheries. However, the period from April to September is event when tuna species are spawning and thus, exploitation during this period can cause serious problems on the bycatch of juvenile tuna. Therefore, it is necessary to apply the possible management measures to protect and manage the oceanic tuna resources for instance, the application of closed season measures.

2.2. Tuna post-harvest preservation, processing and exporting

In the early stages when tuna fisheries introduced, tuna catches were often directly bought on board by Japanese companies and thus, fish quality was very high. The products were usually preserved in the freezers with temperature below -50°C . The fishes were unloaded on board and immediately transferred to the freezers to ensure good fish quality as much as possible. However, these preservation technologies were not introduced at that time due to lack of financial resources to setup and install the freezers. In addition, Vietnamese fishers were conservative and did not realize importance and significance of such preservation technologies. Currently, the fishers only use traditional and backward methods to preserve post-harvest products. Therefore, quality of unloaded catches is very low and this may reduce the product value.



Oceanic tuna longliners of South-Western Fisheries Product Processing and Logistic Service Company (Source: Bien Dong Marine Capture and Service Company).



Unloading, transferring and preservation methods of the fishers in the central provinces (The pictures were taken by author at Tam Quan, Hoai Nhon, Binh Dinh in September 2011).

Tunas are unloaded and transferred one by one whenever the vessel arrive the landing site. Fish under the coolers are pulled over using the winches. Immediately sea water is used to clean blood and other waste materials. And then fishes are transferred to a clean place for pre-processing. The fishes are gilled, gutted and loaded into the trunks for transportation.



Transferring to the pre-processing place at Phuong 6, Phu Yen province.



Weighing and loading to the trunk for transportation to the processing companies. The pictures were taken by author in September 2011 at Dong Tac, Phu Yen.

It is obvious that all procedures from exploitation, preservation, pre-processing, and transportation are carried out by traditional and backward methods. The used equipments are rudimentary and almost used by hand instead of modern mechanics. Thus the unloaded fishes are downgraded and the quality is not good enough. Tuna price is accordingly reduced when exported into the markets such as Unite State of America, Japan and EU.

On the other hand, the unloaded fish could not be directly sold for processing companies but must be sold via the middle men. Lack of the well-organized and managed auction markets has forced the fishers to sell their products for the middle men and thus price of the products can also be reduced.

Currently, there are about 30 companies which can export and import the tuna products in Vietnam. According to statistical data of VASEP in 2009 and 2010, exported and imported volume of the tuna products as follows:

- In 2009: total exported production of the tuna reached 56,308 tons and valued more than 183 million USD.
- In 2010: this amount was 83,863 tons and contributed 293,118,864 USD in total exported fishery product values. The tuna products were exported to more than 95 countries and territories in the world.

Table 1. Production, values and percentages of exported tuna products in 2009 and 2010.

Destination	Production (tons)		Value (USD)		Percentage in total (%)	
	2009	2010	2009	2010	2009	2010
US	19,201	29,286	69,232,129	130,016,861	37.77	44.36
EU	17,088	17,088	18,242	65,878,818	31.15	22.48
Japan	4,095	4,535	17,069,607	22,102,694	9.31	7.54
ASEAN countries	4,149	8,029	6,021,612	17,490,337	3.29	5.97

Beside domestic fished tuna catch, the processing companies of Vietnam have also been importing raw material from 42 different countries and territories for processing and re-exporting. This amount recently reached about 33 – 47,000 tons.

The above figures indicate that business potential of the tuna fisheries is very high and tuna product consumption is also gradually increased in all the global markets. However, total annual domestic catch of Vietnam contributing for the exported amount in term of value is only 30% in total exported tuna value. Moreover, biomass of tuna resources predicted remain relative high and current fishing efforts reach only around 20% of maximum sustainable yield. Therefore, there are relative high possibilities to continue developing oceanic tuna fisheries in Vietnam. However, to do that, we must establish and reform effective and suitable tuna fisheries management regimes to synchronize the management systems in order to meet long-term management objectives for sustainable development of tuna fisheries as well as maintaining suitable levels of tuna resources.

3. Challenges and issues on oceanic tuna fisheries of Vietnam

Currently, human resources for fishing operations in general and for the tuna fisheries in particular are always considered as a big problem in Vietnam. The labours that have not

been well-educated and have no enough professional skills seem to be the most abundant in the fisheries sector. Almost fishers working in the tuna fisheries can only use traditional experiences on fishing operations and they have never been educated at all. Employment markets in the fisheries are happening unobtrusively and spontaneously however they are strongly influenced on the fisheries. During the main fishing season, the vessels' owners could not find the labours to go fishing and this is one of the challenges for tuna fisheries of Vietnam.

Human resource is one of the biggest social problems in fisheries sector of Vietnam in general and in oceanic tuna fisheries in particular.



Labours are waiting to find suitable jobs at Dong Tac, Tuy Hoa, Phu Yen. The picture was taken in September 2011.

Fisheries management is to control the basic clues in the value chain of a product. This value chain needs to be integrated and synchronized in order to establish harmonized relationships. Currently the process of fishing operations at sea and tuna product processing and consumption in the shore is being separately operated without the harmonization. Tuna fishing activities are only organized into fishing teams/groups and these teams/groups are spontaneous and lack of close integration and thus it is difficult to work together in order to assist and support each other in cases of emergency and natural disasters. Among the fish-

ers fishing at sea, they have never exchanged information each other such as informing the good fishing grounds and markets. There are also no clear contracts between the fishers with processing companies and middle men that the landings must be sold for a specific buyer. This is also causing difficulties on landing data collection and management.



Business activities of tuna fisheries outside legal landing site (The left hand side is at Tam Quan, Binh Dinh and the right one is at Hon Ro fishing port, Nha Trang).

As indicated in the picture that business activities on tuna fisheries are not professional. Many processing companies have invested a lot of money on improving their frozen facilities such as super cold rooms but they are facing difficulties on making the business contracts with the fishers. Almost the processing companies those want to collect tuna landings must buy via the middlemen and this cause more complexity in the value chain. There are no strong relationships between the fishers and the processing companies.

Separation between the fishers and the processing companies is also one of the issues occurring in the Vietnamese fisheries in general and tuna fisheries in particular.

One of other challenges of Vietnamese tuna fisheries are the lack of Government management activities. Initial successes of the tuna fisheries in the earlier 1980s of the twenty century have gradually created promises for Vietnamese tuna fisheries to join the global marketing economy. As consequence the fishing technologies have gradually improved and developed over 20 years. So questions whether or not the tuna fisheries of Vietnam can be maintained in the difficult events of the marketing economy and if they can continue to develop in the current economic situations. There are still no suitable and correct answers for these questions.

Because the coastal marine resources in Vietnam's waters have been rapidly decreasing, Vietnamese Government has immediately issued necessary measures to manage and recover these resources. Of those, Prime Minister has issued a Decision No. 393/TTg dated 09 June 1997 to encourage the fishers changing their fishing grounds to go fishing at offshore fishing grounds. Contents of this Decision are to provide the fishers with certain loans to build offshore fishing vessels and to change fishing vessels into offshore logistic vessels if possible. In other word, objective of the program is to reduce fishing pressures of

the inshore areas. Since the above decision implemented, 1382 fishing vessels have been newly built or transformed from the fishing vessels into the logistic vessels. In addition, the fishers have also self-financed to build other new 5000 fishing vessels to compensate for the offshore fishing fleets contributing for approximately 7000 units including oceanic tuna fishing vessels.



Offshore fishing vessels of Phu Yen and Khanh Hoa provinces (The pictures were taken by author).

However, over some years since the Decision No. 393/TTg of the Prime Minister implemented, it has revealed many issues and challenges that need to be considered in term of organization and implementation of the program. There have not been connections between oceanic tuna fisheries and other offshore fisheries. The program had only achieved one unique success on the increase on number of offshore fishing vessels without considering longer term strategies for maintaining and developing these fleets. There were no logistical services and product promotion programs supported for these offshore fleets and thus it is difficult to develop find out the outputs of fished products. Finally, the program failed without achieving the expected outcomes.

It is obvious that tuna exploitations are spontaneous activities conducted by the fishing communities without managed and oriented by the Government fisheries management agencies. This statement can clearly be demonstrated that there is no master plan and legal provisions specifying for tuna fisheries management stipulated in Vietnam so far. This is really limitations and weaknesses in fisheries management of Vietnam. Therefore, it is very difficult to control and manage the increases of number of fishing vessels, enforcement on fishing closed seasons and instrument application on limitation of the minimise fish and/or mesh size. There are also no clear well-defined process of the post-harvesting and preservation, and tuna product safety and sanitary insurance. The exportation activities are the spontaneous without clearly oriented. It can be concluded that until now oceanic tuna fisheries of Vietnam are only small scale, traditional and spontaneous fisheries and affected by the marketing economic rules.

So how do fisheries managers come over and resolve these limitations and challenges? It is better to re-organize oceanic tuna fisheries management with more responsible fisheries management manners. Fisheries management must be developed and implemented in the comprehensive and synchronized management systems and followed by the marketing economic rules. Fisheries management must be clearly well-oriented and defined with primary and important roles by the Government and self-controlled rights by the fishing communities in the exploitation, self-management of fishing grounds and tuna resources... The Tuna Associations (national and provincial) should also play extremely important roles to encourage and develop oceanic tuna exploitation activities with sustainable and effective manners.

SECTION 2: REVIEW AND REFORM STRUCTURES AND FUNCTIONS OF VINATUNA

1. Current status of Vietnam's Tuna Association

1.1 Functions and duties of the association

Since there were many difficulties and challenges on oceanic tuna fisheries management and the lack of cooperation on fishing operations, preservation, processing and exportation of tuna products have also contributed to prevent tuna fisheries development. Together with oceanic tuna fisheries development, there are needs to develop the suitable and effective fisheries management systems in order to gradually comply with necessary requirements of international and regional fisheries management organizations. Therefore, the former Ministry of Fisheries has developed a campaign to pursue establishment of Vietnam' Tuna Association (VINATUNA) since 2007 and at that time the Association proposed with 18 members. After three years since proposal, Ministry of Internal Affairs issued a Decision No. 1224/QD-BNV dated on 27 October 2010 to allow VINATUNA established.



Tuna fishing vessels at Dong Tac landing site, Phu Yen province.

According to Article 2 of this: “*VINATUNA is a socio-professional organization and act by regulations which were stipulated by Minister of the Ministry of Internal Affairs in compliances with legislations of the Vietnamese Government. The association is directly managed by Ministry of Agriculture and Rural Development and other Government management. VINATUNA is legality, self-responsibility, self-financing and has an independent bank account*”

An inception meeting of the Executive Board was convened on 26 November 2010 to select members of the Executive Board, Chairman and Secretariat of the association. The Executive Board includes 27 people. On the meeting, VINATUNA’s operational regulations were also stipulated and ratified including seven Chapters and 32 Articles. Some main Articles are follows:

«Article 2. Operational principles and objectives of Association

VINATUNA is a socio-professional organization established by organizations, companies and Vietnamese citizens operating in relation to protection, exploitation, processing and consumption of tuna fisheries products. VINATUNA is the voluntary established organization with main objectives to enhance cooperation, relationships and supports among its

member in issues relating on funding, technology, marketing and fishing activities development in order to improve effective tuna fisheries operations and protect legal rights of its members. These can partly contribute on marine economic development and enhance industrialization and modernization of Vietnam; gradually enhance accession on regional and international fisheries management organizations in the light of compliances with national legal regulations to protect, maintain and develop tuna resources and promote Vietnam's tuna product brand in the global markets.

Article 5. Association functions

- *Propagating, disseminating, campaigning and gathering its members as well as relevant stakeholders to actively participate on protection, exploitation, processing and consumption of tuna fisheries products.*
- *Representing and protecting the members' legal rights in regarding exploitation, protection, processing and consumption of tuna fisheries products.*
- *Consulting and defending on issues to develop tuna fisheries capture sector, protection, processing and consumption of tuna fisheries products. To bridge among its members with relevant agencies on related issues for sustainable tuna fisheries development and other issues in regarding exploitation, protection, processing and consumption of tuna fisheries products.*
- *Supporting its members on stabilization, expansion and development of business activities in relation to tuna fisheries products as stipulated by Vietnam's legal documents*
- *Promoting, trading and international cooperation on tuna fisheries products; supporting and consulting information for its members. Convening conferences and workshops to promote tuna fisheries products of Vietnam in regarding to Vietnam's legal regulations.*

Article 6. Responsibilities and duties of VINATUNA

- *Assembling and gathering its members to strengthen the association as clearly defined in its operational principles and objectives.*
- *Representing, coordinating and synthesizing member's ideas and decisions and strategies of the Government management agencies in regarding exploitation, protection, processing and consumption of tuna fisheries products. Supporting and assisting its members on research and outcome use of studies to develop oceanic tuna fisheries of Vietnam.*
- *Protecting legal rights and helping the members on association's ability in the light of legal regulations; supporting fishing industries, agencies and organizations which are belonging to the association to approach and collaborate international fishing indus-*

tries and agencies in the light of Vietnamese legal frameworks in order to contribute international accession.

- *Encouraging assistances, supports and relationships among the association's members on oceanic tuna fisheries development; capture and protection, processing and consumption of tuna fisheries products of Vietnam.*
- *Consulting legal frameworks and management strategies; guiding and training professional and technical matters, marketing economic concerns, international economic accession to improve effective investments, tuna brand promotion and properties for its members.*
- *Updating and providing information on development strategies and visions of Government in regarding exploitation, protection, processing and consumption of tuna fisheries products for its members to initially manage and develop business activities in addition to reduce potential risks on the tuna business activities.*
- *Guiding and monitoring its members to comply national legal and policy frameworks, regulations and rules of the association in regarding with national legal regulations.*
- *Organizing activities and services in relation to scopes, functions and duties of the association to improve the association's income sources.*
- *Expanding and collaborating with local and international organizations as regulated by legal frameworks to exchange experiences and develop the tuna fisheries related sectors and promoting Vietnamese tuna product brand.*
- *Self-managing finances and facilities, and use the association's funding sources as regulated by legal frameworks of Vietnam.*
- *Establishing publications of the association as regulated by legal framework.*
- *Conducting other works to be assigned by Vietnamese Government, if needed.*

Article 7. The association's rights

- *Representing on internal and external matters in regarding to functions and roles of the associations as regulated by legal frameworks.*
- *Protecting legal rights and beneficiaries of the association and its members; organizing and collaborating among its members for the association's general purposes and reconciling internal conflicts among the members.*
- *Contributing ideas on provisional legal documents in relation to direct activities of the association as regulated by legal frameworks.*

- *Suggesting the Government Authorities on matters relating the association's development and other related sectors of the association;*
- *Collaborating the Government Agencies and relevant stakeholders to implement its duties as regulated by legal frameworks.*
- *Self-financing and raising funds for the association's activities from its member's contributions and other budget sources which can be gained by tuna fisheries operations as regulated by legal frameworks to ensure its operational funding; possible to receive other budget sources from internal and external legal donors as regulated by legal frameworks.*
- *Possible to conduct and implement contractual services with international organizations in regarding to scopes, functions and responsibilities of the association as regulated by legal regulations of the Government.*
- *Principal coordinating among its members to find actively out human and financial resources to construct and develop research on exploitation and trading of tuna fisheries products of Vietnam as regulated by Vietnamese Government.*
- *Establishing and dissolving the association's branches as regulated by Vietnamese regulations.*
- *Granting awards for the members who have already effectively contributed for activities in relation on tuna fisheries construction and development of Vietnam as well as totally complied with the association's regulations*

Article 24. The association's obligations

- *Obey national legal regulations in regarding to the association's operational organization as well as the association's regulations. Do not use the association as a tool to cause negative effects on national securities, social activities, morality and ethic religions and traditions, legal rights and beneficiaries of other individuals and organizations.*
- *To convene regular meetings, the association Executive Board must report Government Authorities before 30 days as regulated at Article 14 of Decree No.45/2010/NĐ-CP dated on 21 April 2010 of the Government about regulating operations and organizations of the associations.*
- *In order to establish local representative offices/branches, the association must send a document to correspondence Provincial People Communes to ask their permissions and these also need to report to Government Authorities as regulated on Article 14 of Decree No.45/2010/NĐ-CP.*

- *Replacing Chairman, Vice Chair, and Secretariat as well as changing the office, changing or supplementing its regulations, the association must report these changes to Government Authorities as regulated on Article 14 of Decree No.45/2010/NĐ-CP.*
- *Selecting and voting association's leaders must comply legal regulations and must report Government Authorities as regulated at Article 14 of Decree No.45/2010/NĐ-CP*
- *The association must annually report operations and organizations of the association to Government Authorities as regulated at Article 14 of Decree No.45/2010/NĐ-CP on the deadline of the 01st December.*
- *The association must obey guidelines, monitors and inspections of Government Authorities in the light of legal compliant ability.*
- *The association must establish and store list of members of the association and its branches/representative office, financial and official documents of the association and the representative branches, Executive Board regular meeting reports, etc.*
- *Budget of the association that is obtained as regulated on paragraph 11, section 12, Article 23 of Decree No.45/2010/NĐ-CP must be used for the association's activities without distributing to its members for whatsoever.*
- *Use of the association's budget must be obeyed by legal regulations. Financial auditing activities must be annually conducted as regulated by national legal regulations and the association must report final audited results to authorized financial agencies and Government Authorities as regulated on Article 14 of Decree No.45/2010/NĐ-CP on receiving and use funding sources of external donors.*
- *Developing and establishing moral regulations on daily activities of the association.*

Article 9. Members of the association:

1. Members of the association can be recruited from all individuals, organizations and companies which have the activities in relation to protecting, exploiting, producing, processing and consuming tuna resources of Vietnam. Fisheries scientists and managers, and Vietnamese citizens who approved the association's regulations and voluntarily submitted a letter of accession can be considered to become the members of the association.

2. The members of the association can be: full members, cooperating non-members and honourable members



The member of the association can be both the processing companies and fishers

a) Full members include organization and individual members:

- Organization members are the Vietnamese agencies which are responsibilities on services of capturing, exploiting, producing, processing and consuming tuna resources of Vietnam as stipulated by legal regulations, and are volunteers and approved the association's regulations can become full members of the association;

- Individual members are Vietnamese citizens who are operating in the sectors related to tuna fisheries as stipulated by Vietnamese legal regulations, and are volunteers and approved the association's regulations can become full members of the association.

b) Cooperating non-members:

- Vietnamese organizations and companies which have not necessary requirements to become the full members but strong expectations to operate in activities in relation to tuna fisheries or related sectors as stipulated by Vietnamese legal regulations, and are volunteers and approved the association's regulations can be considered to become cooperating non-members of the association.

- Joint stock companies with 100% foreign budget source legally operating at Vietnam and contributing the association's development can be considered to be cooperating non-members of the association.

c) Honourable members:

Honourable members are Vietnamese citizens and organizations established legally which have not necessary requirements to become full members but have high experiences and prestigious and contributing for the association and tuna fisheries development of Vietnam and approved the association's regulations can be invited to be the honourable members.

3. *Prerequisites to be a member (applicable for full members and cooperating non-members)*

- a. *Approved the association's regulations;*
- b. *Voluntary to submit a letter of association accession;*
- c. *Contribution of membership fees as regulated;*
- d. *Approved by the association's Executive Board to be a member as stipulated by the national legal and association's regulations;*
- e. *Individuals, companies and organizations can officially become the members of the association since payment procedures of the membership fees are completed and received a membership card;*
- f. *Members who are legality can delegate its representatives to participate the association's activities; the delegations must be self-determinations and their names and positions must be duly written in the letter of association accession; in cases of authorization, the authorized delegations must have self-determined rights and authoriser must be responsible for this authority; in cases of replacement of the delegations, the member must notify to the association Executive Board by sending a announcement document (the announcement document must reach to the board at least 15 days since the changes implemented).*

Article 10. Rights of members:

1. *The member can be protected by the association on legal rights and beneficiaries in the light of suitability with responsibilities and rights of the association.*
2. *The member can be provided available information for organizing and developing tuna fisheries and other related sectors of Vietnam.*
3. *The member can participate conferences, workshops and technical and professional trainings for improving and developing skills on tuna resource conservation, exploitation, production, processing and consumption of tuna fisheries products in Vietnam which are convened by the association or invited by other agencies.*
4. *The member can involve the association's activities and require the association as a coordinator in the business or research activities.*
5. *The member can attend regular meetings, and be nominated and voted on the association Executive Board as well as its branches; discuss and ratify the association's Resolutions; criticize and question the association Executive Board on strategies and activities of the association.*

6. *The member can leave the association in case of continuous impossible to be the member and then the member must officially inform to the association Executive Board by sending a letter of notification and the board will reply within 30 days since receiving the notification.*
7. *In the cases with acceptable reasons, the members can require to postpones their membership status on the association in a legitimate period without exceeding one year of each term and in this case the member must send an official letter to the association Executive Board and the Chairman mentioning relevant reasons and exact time to be postponed the membership status and during this period the member do not contribute anything for the association except membership fees as regulated.*
8. *The cooperating non-members and honourable members have rights as the full members except the self-nomination and election for the positions in the Executive Board (in case there are other regulations stipulated by national regulations).*
9. *The member are commended on excellent activities in relation to resource conservation, capturing, exploitation, producing, processing and exporting of tuna products of Vietnam as well as in the association development.*
10. *The member can legally use the association's logos and information for advertising and propagandizing as copyrighted by the association by sending a letter of requirement to the association for these uses.*
11. *The member can introduce new members to access the association.*
12. *The member is granted a member card.*

Article 11. Responsibilities of members

1. *Obey national legal regulations, visions and strategies and the association's regulations.*
2. *Strictly obey and implement the association and Executive Board's regulations and Resolutions.*
3. *Provide the association Executive Board (if necessary) on information in regarding to their management sections so that the association has sufficient information to consult for other members if required.*
4. *Participate the association's activities; cooperate and collaborate with other members in order to enhance the association's sustainability and development.*
5. *Participate the regular and irregular meetings of the association when invited.*
6. *Adequately and timely pay the membership fees as regulated by the association.*

7. *Defence prestige of the association, the member might not be able to be on behalf of the association except when the association authorized by legal authority documents.*
8. *Regularly report for the association as regulated by the association.*

1.2 Structures of the association

Article 13: Structures of the association

1. *VINATUNA is structured and operated by principles of voluntary, self-control, self-financing, equality among members, democracy, leading organization, individual responsibility, and minority service majority as clearly regulated and ratified by the association Executive Board.*
2. *The Congress Resolutions, Executive Board Resolutions and other important Resolutions will be ratified and taken into enforce if more than 50% numbers of voters are approval. However, they also must be complied with the association's regulations.*

Article 14: Organizational structures and meetings of the association

1. *VINATUNA is organized by following system:*

Regular meetings (Delegation meetings) or irregular meetings;

Executive Board meetings (Annual meetings);

Committee meetings;

Standing committee meetings;

Association Inspection Committee;

2. *Association administration, specialization sections, organizations and sections under the association;*

3. *Informatics and spoken section of the association;*

4. *Local branches, provincial Tuna Associations established legally and volunteering to be members of the association;*

5. *Representative offices, internal and external representative branches;*

1.3 Financing of the association

Article 28. The Association's financing is obtained from following sources:

1. *Annual membership fees.*

2. *Financial sources from research activities, consultancy services of the association and organizations under the association as stipulated by national legal regulations.*
3. *Funding sources by internal and external individuals and organizations as regulated by legal frameworks.*
4. *Government funding sources as regulated (if available).*
5. *Other funding sources (if available).*

Article 29. Utilization of association funding

1. *The association can use budget for following activities:*
 - a) *To pay running costs of the association as regulated by legal frameworks and the association's regulations;*
 - b) *To pay salary for the permanent officers of the association;*
 - c) *Other necessary expenses (if needed) as regulated by legal frameworks and the association's regulations.*
2. *The association's expenditure funding must be submitted by the Administrative section to the association standing committee for approval; the obtained budget of the association must be used for running costs of the association without distributing for its members..*

Article 30. Managing and utilizing financing and facilities of the association

1. *The association Executive Board regulates managing and utilizing financial sources and facilities of the association in compliance with national financial regulations.*
2. *Fiscal year and facility reports of the association must be published on regular (annual) meetings of the association.*
3. *The association inspection committee has responsibilities on inspecting and controlling income and outcome budgets of the association and report at the regular meeting.*

2. Current activities and challenges of the association

2.1. Current activities

For one year since the inception meeting, the association's Resolution has not been approved and ratified by the Ministry of Internal Affairs and thus the association may not be able to issue its seal and independent bank account. This means that the association has not legally been approved. There is no any permanent office for the association and therefore, its office is temporarily located at Research Institute for Aquaculture No. 3 (an irregular and illegal subsidy). The Executive Board, the standing committee and administrative section are hardly operating. There are also no budget sources to pay permanent staffs and the

association's running expenses. All 109 members who registered in the member list since the inception meeting have not paid the membership fees and not actively involved on the association activities. It can be concluded that after one year since its establishment, what the association has are three "no" (no seal, no bank account and no specification).

2.2. Problems on human resource of the association

Initial proposed Executive Board of the association in 2007 included 18 people, of those:

- Government employees and retired staffs: 9 people (50%)
- Businessmen: : 7 people (38.8%)
- Vessel owners: : 2 people (11.2%)

Current member number as registered in the first list at the inception meeting are 109 of those:

- Government employees and retired staffs: 32 people (30%)
- Businessmen: : 14 people (13%)
- Vessel owners: : 63 people (57%)

The current Executive Board include 27 people, of those:

- Government employees and retired staffs: 21 people (77.8%)
- Businessmen: : 6 people (22.2%)

Looking at the personnel structure of the association from 2007 until now, there is clear trend that the Government officials have contributed a dominant proportion in the association. But these Government officials who were listed in the list are not working for the association at all since they have not enough time to work for both the Government and association's works. It was regulated in accordance with Articles 5, 6 and 14 of Decree 45/2010 / ND-CP that one of the prerequisites to establish the associations is sufficient quantities of the members. Thus the Government officials have just signed their names on the list to provide a legal evident to establish the association without working for association

2.3. Financial issues of the association

During the campaign to request for establishing Vietnam's Tuna Association, the campaign Executive Board has called for financial contributions to convene the inception meeting. As a result, the Government allocated a budget source of 37 million VND (approximate 1800 USD); local funding sources (Khanh Hoa Provincial People's Committee) also funded about 20 million VND (1000 USD) and 100 million VND (5000 USD) was obtained

from the fishing industries. After budget amount for the inception meeting used, the remaining budget was only 50 million VND (2500 USD).

Because there has not been the association's bank account and accounting section, and thus the funding activities have not been conducted. A few small budget sources were funded for participation of the Chairman and Vice Chairs on domestic workshops and these sources are totally depended on funding sources of existing agencies or organizations.

Why are these problems happening with the association? What are main challenges that VINATUNA is currently facing?

According to the draft charter of the Association specified in Articles 28-30 regulating the mechanisms on the financial revenues and expenditures, the current associations do not have account and the accounting system. But the Association must be active and creative to create the legal revenue sources for the association's activities and for the development of the organization. As a non-governmental organization, the association cannot rely and expect the subsidy by the Government. It cannot also only expect from the funding of international organizations, the enterprise and the membership fees. If commercial fishing activities of tuna fisheries are managed by the suitable and effective manners, loss of the tuna product values can be reduced and then the created profits from the reduction of these losses can be used to pay for the association's activities. Want to do that, designing the organizational structure of financial management, building internal expenditure regulations, and particularly focusing on organizing economic units in the joint-stock enterprises model and additional contributions of the members of the will increase incomes for their members and also generate financial sources for the Association. Tuna Association also has to generate revenue from tuna production and business to ensure the permanent financial sources of the Association.

2.4. Legality of the association establishment

By Decision No. 1224/QĐ-BNN of the Ministry of Internal Affairs about allowing establishment of the VINATUNA based on the Decree No. 45/2010/NĐ-CP signed Prime Minister regulating organizing, operating and managing the associations. The Decree No. 45/2010/NĐ-CP is a highest legal framework stipulating "organization, operation and management of the associations" (Article 1). Definition of the association in the Decree is stipulated on Article 2 "... is a voluntary organization, Vietnamese organization is operating in the same sections, sexuality, collective objectives, memberships, frequency operation, non-beneficiary, support each other for effectively operating and contributing for national economic development...". The operational principles of the association is stipulated in the Article 3 as follows: (1) volunteering and self-control; (2) democracy, equality among members, transparency and explicitly; (3) self-financing; (4) non-beneficiary and (5) legality.

Based on these rules and reviewing the establishment process, organization and management of VINATUNA in general was fully compliance with the legal regulations. However, with a socio-professional organization like VINATUNA, the rules for the operations of the

Association must be motivated from actual practical demands to bring the practical and significant changes for its members. However, under the Articles of Association was adopted, the functions, duties, rights and obligations of the Association have been copied by a pre-written templates for the socio-political organizations with unknown functions and tasks of socio-professional organizations. In today tuna fishery business, the activities in the value chain must be integrated and collaborated with other activities and these activities should be synchronized and comprehensively integrated from management systems to fishing communities. Therefore, in the functions, duties and responsibilities of the association, management contents must also be identified and hence management responsibilities to clarify beneficiaries of each component in the value chain as well as of each its members. The functions and duties of VINATUNA (section 1.1) did not bring new motivations for its members because they were only created from the unrealistic models and these copies were not feasible. The ratified functions and duties of VINATUNA were demonstrated as the serious weakness throughout the implementation by lack of thorough preparations and empty contents. It is said that the regulations of VINATUNA were not new and unrealistic approaches because it was not specified for tuna fisheries. The regulations of VINATUNA are very generality and then by changing only one word “tuna” into “potatoes” or “carrot” then the new regulations can be applied for other sectors. With such unrealistic regulations, if the association can attract the active involvement of fishing communities and other business sectors. If yes, when they involve as members then the association can make sure that their beneficiaries can be improved.

Throughout investigations of fishing communities and industries at three central provinces, normally they are very enthusiasm with tuna fisheries. They are expecting that VINATUNA can enhance their business opportunities and incomes as well as improve cooperation and relationship among members. The fishing communities and industries are ready to integrate and share responsibilities in implementation of the association’s activities.

Therefore, there is a need to reform structures and functions of VINATUNA. The fishing communities and industries need to be involved during drafting the association’s regulations since they are very important components in the association.

2.5. Structure and human resources of the association

VINATUNA is a socio-professional organization representing for fishing communities, processing and exporting companies. Therefore, the direct labours on tuna fisheries must be dominated in workplaces of the association although Government employees are normally considered as key persons for establishment of social organization. Although Government employees might be well-educated and have enough management experiences, they have not enough time to fully involve on the association activities. They have also not been provided sufficient information to deal with rapid changes on daily activities of the association. Therefore, numbers of members listed at the beginning are very high but the members directly working full-time for the association are very few. Even many representatives of the Executive Board have not completely read the association’s Resolutions that have been submitting to the Ministry of Internal Affairs. In addition, the Government employees are usually very conservative and bureaucratic and even they will weaken the as-

sociation's activities if they are leaders of the association. If all aspects are taken into consideration to select the leaders of the association, then businessmen are the most relevant because they can easily access to information, markets, and technologies of tuna fisheries. But they are really embarrassing in the mechanism of current management. For vessel's owners, they have the practical experiences on the fishing grounds and resources. They are also able to be familiar with the business activities but they were limited in accessing both to market information and to the management agencies.

Another problem is that the structures of economic organizations, consulting and services belonging to the Association (Article 12) are not well-designed. Creating the economic linkages and community beneficial relations among members of the Association is extremely important because these linkages can create abundant financial resources for activities of the Association. Therefore, the organizational structure, personnel structure, combining the various components within the organization of the Association, Executive committee structure... should be taken into considerations in the association establishment process.

3. Local Tuna Fisheries Associations

2.1. Tuna Association of Khanh Hoa

Tuna Association of Khanh Hoa province is established and operated under Khanh Hoa's Fisheries Association. Tuna Association of Khanh Hoa convened an inception meeting on 20 June 2008 to ratify and approve the association's operational regulations and structures. Article 1 on the regulations indicated that "Tuna Association is an organization under Fisheries Association of Khanh Hoa province and Vietnam's Tuna Association". Executive Board, Standing Committee and Inspection Board in first term (2008-2013) were selected and approved by Decision No. 115/QĐ-HNC on 2 July 2008. The regulation and structures of the association were also approved by Decision No 114/QĐ-HNC. The regulations include 7 chapters, 23 Articles regulating about operational principles, objectives, duties, rights, members, structures and finance of the association. Contents of the chapters were originally copied from documents of other associations. The structures of the association include 4 branches of business (7 members), Vinh Phuoc (10 members of owners), Xuong Huan (35 members of fishers and owners) and Phuo Dong (8 members of fishers and owners). The Executive Board included 15 people, of those:

Government and retired employees: 4 people (26.6%)

Business man: : 5 people (33.4%)

Fishers and owners : 6 people (40%)

According to Article 2 on the regulations, the association is a legally established organization with independent seal and bank account. Its office is located at No. 4 Phan Chu Trinh street, Nha Trang city, Khanh Hoa province.



Chairman and members in the executive board of the association

Although it is indicated in the regulations that the association has an independent office, its office must be shared with Hon Ro fishing port authority and located at Hon Ro fishing port instead of the address regulated in the regulations.



The office of Tuna Association of Khanh Hoa province

2.2. Tuna Association of Binh Dinh

The Provincial People's Committee of Binh Dinh has approved the establishment of Tuna Association of Binh Dinh province by Decision No. 1505/QĐ-CTUBND on 16 July 2008. On Article 1 of the Decision indicated that the association is a socio-professional organization an under Fisheries Association of Binh Dinh province. The association was established legally and has independent seal and bank account. Operational principles are volunteering, self-control, self financing and self-legality.

Executive Board, Standing Committee and Inspection Board in first term (2008-2013) were selected and approved by Decision No. 1822/QĐ-CTUBND on 18 July 2008. The regulation and structures of the association were also approved by Decision No 18/QĐ-HHTS on 9 September 2008. The regulations include 8 chapters, 23 Articles regulating about principles, objectives, duties, rights members, structures and finance of the association. Basically, the regulations of Tuna Association of Binh Dinh are very similar with of those of Khanh Hoa. The executive board include 15 people:

Government and retired officials: 8 people (53.4%)

Business man: : 3 people (20%)

Fishers and owners

: 4 people (26.6%)



Members of the executive board discussing with owners about activities of the association at Tan Thanh, Tam Quan, Binh Dinh. The picture is taken on September 2010.

There is a similar in the proportion of the represented categories in the Executive Board of Tuna Association of Binh Dinh with Khanh Hoa. It is distinguished by three categories (government officials, 53.4%; fishers, 26.6% and business man, 20%). However, a difference with Khanh Hoa is that government officials are contributing a very high proportion in the Executive Board and holding key positions as Chairman and Secretariat. The regulations on the organization, operations and financial mechanisms of Khanh Hoa and Binh Dinh Association are exactly similar and seem to be copying each other.

It is noted in the work plan in 2011 of the Tuna Association of Binh Dinh that main activities of the association is to recruit new members and establish branches focusing on three main categories such as: tuna fishery branch (longline, gillnet and purse seine), processing and exporting industries, and fisheries logistics. Throughout this plan, 11 branches would be established at four districts: Hoai Nhon, Phu My, Phu Cat and Qui Nhon City. Of those, eight branches are tuna fishing industries; three are the processing and exporting tuna products and logistics services. These measures are to cover the Association's activities in the districts and create the branches of the Association by sections and by regions.

2.3. Tuna Association of Phu Yen

On 15/8/2008 Phu Yen Department of Agriculture and Rural Development issued a Decision No. 267/QD-SNN on the approval of the campaign committee to establish the association of tuna in Phu Yen province.

On 25/11/2008 Phu Yen Provincial People's Committee issued a Decision No. 1947/QD-UBND about the establishment of Phu Yen Tuna Association. In addition, the Provincial People's Committee also continued to issue the Decision No. 2162/QD-UBND on 24/12/2008 about allowing Tuna Association of Phu Yen convening an inception meeting in the first term (2008-2013). Also on 24/12/2008 Phu Yen provincial People's Committee issued a document No. 2791/UBND-SNV about approving selection of the Chairman, Vice Chairman of the Tuna Association in Phu Yen province. Furthermore on 25/12/2008 Phu Yen Department of Internal Affairs has issued a document No. 1050/SNV-TCCC about approving the Executive Board of the Association in 2008-2013 including 16 candidates.

On 03/06/2009 the inception meeting of Tuna Association was held in Phu Yen province to adopt the Association's regulations and elect the Executive Board, Chairman and vice Chairman. On 2/4/2009 Phu Yen Provincial People's Committee has issued two Decision No. 560/QD-UBND on approval of the regulations of Phu Yen Tuna Association in the first term (2008-2013) and Decision No. 561/QD-UBND on approval of the Executive Committee including 19 members, of that 01 Chairman and 02 Vice Chairman.



Standing committee of Tuna Association in Phu Yen

It can be seen that the steps to prepare the establishment Phu Yen Tuna Association and its inception meeting are very lawful. Government management agencies had strictly managed the association establishment process. The inception meeting has invited 69 members including 50 fishermen and owners, 9 businessmen and 10 government officials. On the meeting the association's regulations were approved including 8 chapters, 26 Articles. The meeting also elected Executive Committee consists of 19 people, of those:

Government officials: 9 people (47.3%)

Businessmen : 7 people (36.9%)

Vessel owners and fishermen: 3 people (15.8%)

In general, the structure of the Executive Committee and the regulations of the associations are very similar each other in three tuna associations because they were established by same approaches and copied each other. Thus the difficulties in the current operations of three associations are also almost the same. According to a report in 2010 of Phu Yen Tuna Association, since its establishment drawbacks are indicated as follows:

The members of association have not paid membership fees so the association does not have the operational funds and thus it is facing many difficulties.

The association does not have the permanent staffs and its accounting system and almost the administrative tasks were only carried out by staffs of Sub-Department of Capture and Resources Protection (Sub-DECAFIREP) without remuneration or allowances, so there are many difficulties and the tasks cannot be implemented well.

The association has no permanent office and currently its office is temporally located at office of the Director of Sub-DECAFIREP.

Expanding the branches at districts, communes and villages is difficult as well and impossible to implement.



Tuna fishing vessel of Phu Yen province



Unloading activity of Phu Yen fishers

Though those difficult conditions, recently Phu Yen has successfully created Phu Yen's tuna brand (PHU YEN TUNA) and registered at the Intellectual Property Department and Vinh Sam Company owned by the vice Chairman of the Association has set up the combined activity chains consisting of manufacturing, processing and exporting tuna products. This is one of the most significant activities of the Association in the development of oceanic tuna fisheries.

2.4. Limitations and challenges of the Tuna Associations

2.4.1. Legality

There are slight changes by legal framework since these local associations established in 2008. All the associations established with regulations of the Decree No. 88/2003/ND-CP but now this Decree has been changed into the Decree No. 45/2010/NĐ-CP. According to Article 3 of the Decree No. 88/2003/NĐ-CP regulated that:

- + “Establishment of any association must has approved by the Government Authorities.
- + “The operational regulations of the association must also be approved by Government Authorities”.

Article 15 of the Decree No. 88/2003/NĐ-CP also regulated that:

+ “The President of Provincial People’s Committee is authorized to decide and approve the operational regulations of the association located at that province”.

Pursuant to this regulation, Binh Dinh and Phu Yen have made the association establishment procedures correctly and completely. Especially in Phu Yen, the Provincial People’s Committee was further intervention by its violent decisions to both personnel organization arrangements of the Executive Committee. Meanwhile, in Khanh Hoa the legal procedures were not done properly. Khanh Hoa Tuna Association was established as an organization under the Khanh Hoa Provincial Fishery Association. Khanh Hoa Provincial Fishery Association issued the establishment decision and approved its organizational and operational regulations as well as other logistical matters. Therefore, it is likely that the Tuna Association of Khanh Hoa was established with insufficient legal procedures as required.

On the other hand, on Article 6 of the Decree No. 88/2003/NĐ-CP (Article 5 in the Decree No. 45/2010/NĐ-CP regulated that the perquisites to establish the associations include:

- + The association must define legal operational purposes; the name and operations are unduplicated with any previous established associations.
- + The operational regulations must be clearly defined.
- + The main office must be assigned.
- + Number of members must be sufficient as regulated.

Basically, all of three associations have sufficiently met above mentioned requirements to be established and operated legally. But in fact these conditions are also perfunctory without reality. In terms of legal eligible, establishing the associations were legality but considering the nature of specific conditions to ensure that associations can effectively operate is not enough.

2.4.2. Organization and human resources

The current operational model of the Tuna Association of Binh Dinh, Phu Yen is the independent organization under the direct management of the Provincial People’s Committee, the Provincial Fishery Association and the Vietnam’s Tuna Association, whereas Khanh Hoa Tuna Association is only depending on Khanh Hoa Provincial Fishery Association.

All three associations were established with operational models based by their branches by regions and by sectoral. However, after three year since the Tuna Associations established, its branches are still facing difficulties in development and thus there is no any branches operating effectively.

According to operational regulations of the Tuna Associations were oriented to establish the economic, manufacturing, and science and technology consultancy services to support

its members and create more funds for activities of the associations. However over three years there have been no any service to be established.

The Associations are the socio-professional organizations and thus to maintain regular operations it need to have the permanent officials, specialized staffs and the Association's office. All three associations are not the administrative section operating effectively and are just using the temporary administrative systems. The administrative staffs working for the association mainly obey the order of their leaders who are working both as Government officials as well as the leaders of the association and their job at the associations considered as an additional jobs without salary and beneficiary as well as irresponsible.

For personnel, as analyzed above, most staffs of the Executive Board are the Government officials working for the Association as a part-time job without salary. The officials are normally assigned to keep the key positions of the Association such as Chairman, Secretariat, and chief of administrative section in the associations. The position of vice Chairman is devoted for the Businessmen. The businessmen usually have the capabilities to manage the economy, market and information technology accessibility. They also have internal and external good business relationships, whereas the Chairman and General Secretariat of the Association are governed by the State management work both time and political aspects, and always to be limited on accessibility with market information such as prices, advanced technologies and sciences. They also did not have a professional assistants so the activities of the Tuna Association over the last years was limited very much and not really bring beneficial to fishermen and businessmen.

2.4.3. Financial issues

Finance is one of the most difficult issues of all three associations. All of three associations have no any permanent sources of income. The membership fees collected by its members is not strictly obeyed, though only 50,000 VND/person/month. The reason why the membership fees are not paid fully is since the majority of members of the associations are fishermen, collecting membership fees must be associated with their rights and benefits however this has not been made so far. Furthermore even if the total membership fee per month collected, it can only contribute a very small amount and no sufficiency to maintain the Association's activities.

At the beginning since its initial establishment, the association is funded by its members to convene an inception meeting. However, after the meeting, its activities are not effective and significant as promised and expected and thus, its members refused to fund.

The Government's budget funding is not available because the national financial law does not permit the funding for the socio-professional organizations. In addition, both of the two provinces of Binh Dinh and Phu Yen are poor provinces and they must receive annual support from the national budget to ensure maintaining the province's activities so it is impossible to provide money from provincial budget for the Association's activities.

Due to the difficulties and limitations of the operational manner, all three provincial associations of tuna did not create the permanent financial mechanisms to generate relevant economic revenues.

In summary, it is said that the problems and limitations of three tuna Associations are now three “no”: no appeals, no officials, and no money.

2.4.4. Organization and operational orientations

The exact orientations for organization’s activities are extremely important and particularly determine effectiveness and success or failure of an organization. Currently, at the local tuna associations, the orientations for its activities are much limited.

The report "Action Program 2011" of the Tuna Association of Binh Dinh identify "the key contents are:

- + Membership development and establishment of association’s branches.
- + Propagation and dissemination of fisheries legislations and development of fisheries consultation, technical support, advanced model and fishing technology delivery.
- + Link and support its members in manufacturing, sales and trade promotion, market and external relations.
- + Perform the routine tasks in Action Plan of the Vietnam’s Tuna Association in 2011 and programs, projects to develop tuna resources.

Report "Activity summary in 2009 and the orientations in 2010" of Phu Yen Tuna Association determine the operational orientations in 2010 are as follows:

- + Consolidate and implement the organization and establishment of branches.
- + Contact and cooperate with the State management agencies whose activities support the fishermen as the implementation of support policies by the Government's Decision No. 289/QD-TTg of the Prime Minister to support fishermen in the fishing operations.
- + Organize and mobilize fisherman who are the association’s members to form fishing teams in order to assist each other in tuna fishing activities in the sea and to shorten tuna preservation time for improvement of quality and tuna value.
- + Implementation of trade promotion activities to disseminate the high-quality products and product value and increase exported volume of tuna.
- + Continue to implement activities to assist fishermen in the fishery consultancy services and logistics to improve quality and value of tuna...
- + Call for considerations of organizations and individuals inside and outside country for financial support and investment for the Association's activities to help fishermen and

business sector about technical operations in fishing, processing, preservation, transportation and export of tuna.

+ Conduct the scientific projects and topics dealing with for tuna fisheries.

Through the reports on the operational orientations of the Tuna Associations, it is likely that the executive boards of associations are trying to find suitable ways to organize the activities for the Association and expecting that those activities would bring the benefits and efficiency for fishermen and businesses. In addition, the reports are also clearly indicating the restrictions on the operational orientation of the Association by following points:

+ No current exact evaluations of the Association's activities for instance, the shortcomings, limitations, difficulties and problems to determine what need to do immediately and what need to be the priority to correctly orient for other activities.

+ There are no the delimitation of the Association with other work of the management agencies, national agencies and other organizations. Many programs and plans of the Association are overlapped with the work of other agencies. The reports are also copied from the reports of state agencies and their contents were nothing. These limitations demonstrated difficulties in the identification of functions and tasks of the Associations. So there is a need to identify who is members of the associations and what can the associations do?

+ The association is not well-organized and unidentified what are the association's management contents and what are the links among other clues in the value chain of tuna products. The strategies about management, economy and finance of the associations have not been planned in the annual work plan of the Associations.



Fishing gear of tuna longline vessel



Fishermen after a fishing trip

2.5. Future expectations of the position and role of the local Tuna Association

Tuna fisheries have been oriented and developed to bring better incomes for fishermen at three central provinces of Binh Dinh, Phu Yen, Khanh Hoa. The development of tuna fisheries have to be planned in offshore fishery development strategies of Vietnam. Further-

more, in the integration trend between the Vietnamese fisheries sector and world fisheries, and while conflicts among countries claiming their sovereignty in the Bien Dong is very strengthen and complex, the tuna exploitation development not only bring the strategic significance on the maritime economy but contribute important roles in protecting the security and sovereignty of nation.

For tuna fisheries continuing to develop effectively and meet the expectations in the above development strategies, it is necessary to strengthen the roles of state management together with building legal framework systems to better manage tuna fisheries. It is also necessary to consolidate and improve the management roles of the community so that they can have conditions and chances for self-management. They will feel more responsible on fishing operations to protect their fisheries resources for future generations. In this whole process, the roles of the management organizations such as the Tuna Association are extremely important.



Tuna vessel lining at Quy Nhon, Binh Dinh

Currently the tuna Associations has not really become fishermen's organizations and has not attracted the attention and full involvement of fishermen because they are not providing the rights and practical benefit of fishermen. Therefore, over three years since local Associations established and one year for Vietnam's Tuna Association, the achievements are still very unobtrusive. However, in the trend of innovation and integration, the tuna Associations are having a great opportunity to reform. Firstly, there is a need to change their working behaviours and the structures to actually become friends of the fishermen, who are organizing the community management activities and working together with the State management agencies in the process of development and management of tuna resources

more efficiency and sustainability. The Tuna Associations must be the firm bridges between the Government with tuna producers and businessmen. The Tuna Associations must also be the consultants of the fishermen and have a critical role as representatives in the fishing communities. The Tuna Associations are the legal and legitimate representatives of fishermen in the development of international cooperation relationships and in arbitration of conflicts among the fishermen on fishing grounds, the copyright, trademark, economic contracts and legality.

Within the fishing community, the Tuna Associations play a central role in the production mechanic reorganization and enhance the high technology application in capture, preservation and processing. The Association can also promote joint ventures and relationships between the exploitation with sales, preservation, processing and export of the tuna products. One of the big changes in the operational organization of the Tuna Association is to orient all its activities as the socio-professional organizations and have to focus particularly on the management process to connect tuna fishing process and to improve the overall efficiency of the value chain. The association also have to limit and remove all the unrealistic activities that were copied from the other social organizations. To do this, the Association shall establish the economic organizations, the joint venture model and linking between tuna fishing and preservation, processing and export of the tuna products. The employees will contribute their financial sources for the economic organizations, with joint ventures and cooperation within all stages of the production process. Therefore, the employees through their financial contributions will positively involve in the management of the entire production and business process of the tuna products. By such organization and management methods, the association will be able to mobilize abundant financial sources and will also resolve many existing contradictions in tuna fisheries. When its members can focus the resources for investment and development for example investment on new vessel building, crew training, infrastructure services, fishing ports, tuna auction markets and then will form the production relationships that all forces can be involved and managed. Then the members can also share each other on difficulties, disadvantages and even benefits.

On the other hand, besides the distinction of positions, roles, functions and duties of the Government management agencies and the Associations, it also needs to clearly distinguish and assign the well-defined positions, roles, functions and responsibilities between local tuna associations and Vietnam's Tuna Association. The local associations operating at each province and their daily works associated with the fishermen and therefore, they must be the bridges between fishing communities and local government agencies. The association must play an important role and reflect the expectations and recommendations of the fishermen and businessmen through the Vietnamese Tuna Association to the central government agencies. The local tuna associations must focus for the specific tasks at local areas and organize the community-based management models, the linked economic model to create favourable conditions for the cooperation relationships in production and business activities and to optimize profits for community members.



Harvesting activities and tuna product processing of fishing communities

Vietnam's Tuna Association concentrate on the national scale tasks such as the participation on strategy and plan development process and review of the legal and policy frameworks on tuna fishery management. The national association also advise the legal procedures to the fishing community. It also participate fisheries resources management activities to develop sustainable tuna fisheries. It represents the fishing communities and businessmen on participation of the activities organized by the international organizations and to establish sustainable and sincere international cooperation. The national association is also legal representative of fishing communities on resolving the conflicts about international trademark, trade and copyrights, discoveries and inventions. The association can be leading on tuna brand promotion process of Vietnam and organize the fairs, exhibitions and advertising for the Vietnam's tuna products. Once the functions and management tasks between the Government management agencies and local and national Tuna Associations are clearly assigned, the activities in tuna production and business will definitely develop strongly and effectively.

Financial sources of the association

In fact, currently the Tuna Association activities are not effective due to many reasons and one of the reasons is no enough money. With the present proposed regulations and the functions of the Association, it is impossible to have the opportunity to create financial sources for the association's activities. Since the association is a socio-professional organization, thus it cannot expect the financial supports from the Government. Financial support sources from international organizations and from the companies are always accompanied by the conditions and requirements that are very difficult to meet and in fact these resources are always limited. Thus, to keep the permanent funding sources in order to fully maintain the association's activities, the Association must have plans and measures to generate revenue from internal resources. The motto is: **“Tuna Association has to generate revenue from tuna production and business activities to ensure to regularly conduct operations of the Association”**.

Besides the revenues from membership fees and funding, the Association shall establish an joint venture and linking economic model and organize credit services to support budget for tuna production and business activities, the consultancy services, logistical services, fish markets, the cold storage facilities, petrol services, engineering, building and repairing vessels, fishing gear manufacturing, etc. All the mentioned services can contribute essential financial sources for the Association's activities. Once there are sufficient sources of

revenue, the association can have the professional managed operations and can pay for such management operations and for the employee salary.



SECTION 3: RECOMMENDATION TO RE-ORGANIZE TUNA ASSOCIATIONS IN THE FUTURE

- The local tuna Association should review the legal provisions in Decree 88/2003/ND-CP and 45/2010/ND-CP to complete the legal procedures to ensure proper, adequate and legal status for the operational organization.
- In fact, the Association shall review the Charter and Regulations operational structures to remove the unrealistic and duplicated regulations and hence unsuitable with the organization and operation of the tuna Association. The local tuna associations should move their organizational and operational Regulations in compliance with the provisions of the Decree of the Government. In general, these need a source of funding and the assistance of consultants and thus the Associations should promote to access to international organizations and businesses companies to have sufficient funding sources to implement.
- In the reform process of the association's regulations, the reformed regulations need clearly define the functions and tasks of the Vietnamese Tuna Association with the local Associations and the Association of other Government management agencies. There is also a need to recommend to the Government in proposing the amendments of the Decree 45/2010/ND-CP in order to provide detail and appropriate guidelines for social and political organizations.
- It is necessary to recommend the local government authorities to gradually transfer some fishing ports, fish markets for local tuna Associations to manage and use these places as the Association's headquarters and then to the Association will have the facilities to hold the logistical services or to pilot the tuna auction markets. The transfer of the fishing ports and fish markets must comply with the current financial provisions. Then the fishing ports and fish markets are exactly assessed their remaining values to be transferred to the Association. The Association can establish the joint stock companies to manage the fishing ports and fish markets. The shareholders of these companies are the fishermen, vessel owners and business companies such as purchasing, processing and export of the tuna products as well as other economic organizations of the Association. These joint stock

companies are responsible to repay the initial investment of Government through annual depreciation deductions. The companies must fulfill other financial obligations as land-use tax, profit tax, value added tax...with the Government. In addition, other companies trading on the fishing ports or fish markets will also fulfill all financial obligations to the Government. With this transfer, the Government will achieve the necessary benefits and implement the community-based financial management to reduce annual budget because of reducing the staff amount working in such fishing ports or fish markets. By this model, the Government will still effectively manage the fishing ports and fish markets but also maintain and increase the revenues through the effective operations of the community management model at the fishing ports or fish markets. The Associations are also very beneficial as they will have suitable locations to implement the economic models. The fishermen and business companies also benefit because the fishing ports or fish markets can partly belong to their properties and thus they must be responsible for management, upgrading and development of the infrastructure facilities to enhance useful utilize for manufacturing industries and local community lives.



The fishing port and fish market is proposed to transfer for the Associations tuna to manage

1. Recommendation with restructure of the association

In the Charter and Regulations of the tuna Association by copying and using available models of other associations without considering from practical requirements and lack of creative thinking and thus the established associations have the same organizational structure as other social organizations and have no the characteristics of the professional associations. Thus, it is necessary to reform/reorganize structures of the association in order to more effectively operate accordingly. To do that, first of all there is a need to develop the permanent sections and administrative section of the associations. At these sections it is necessary to recruit the specialized staffs with high professional skills. The Association office must be located at the fishing ports and equipped with modern equipments and facilities for effectively operating. The computer and IT facilities, office machines, telecommunication equipments associated with the satellite system to track vessels, monitoring natural disasters should be equipped.

The Association's administrative section should be as advisory body to provide regular updated information in relation on the legal frameworks, marketing, the fishing grounds and resources, the science and technologies, international cooperation, the training and education for its members. Along with the administrative section, the Association should be organized by the Committee, the Center and the joint ventures economic organizations to conduct the research tasks, consultancy and technology development, production organization, brand development, product promotion, organization of fairs, exhibitions for seeking integration and international cooperation. These activities should be flexible by the demands of manufacturing activities and by changing the market.

2. Recommendations with human resource issues

It is necessary to allocate the position of Vice Chairman and General Secretariat and Administrative Chief as the permanent positions working full-time at the office of the Association. This must be the professional staffs and selected by their specializations and knowledge. They should also be paid suitable salary levels to sufficiently cover average living costs in the society.

The Chairman position of the Association should devote for a prestigious and qualified businessman working as a part time job. The businessmen usually have capital and capabilities, and they also experienced in the marketing so they will have much enough experiences and information. Ability to organize and coordinate activities to generate maximum profits across the value chain in the tuna manufacturing and consumption will be potential. The businessmen usually have many good relationships so if they are arranged to be the Chairman, it would bring very good advantages for the operations of the Association. However, they also have the difficulty in arranging working time. Therefore, the Chairman should be arranged as the part-time working personnel and then administrative section can assist the Chairman if needed.

To ensure clear delineation between the activities of Government agencies and the Associations, the Government officials or employees should not be arranged to participate in the Executive Committee as well as other sections of the Association. For retired government officials, it depends on their ability, enthusiasm and knowledge to participate as members and can be arranged in appropriate positions but should not be the Chairman of the association as these are the professional associations and thus arrangement of the senior management employees who already worked in the Government agencies for many years often result negative influences since their working behaviors will not be suitable is not conducive to the activities of the Association.

3. Recommendations with financial issues

The operational principles of a professional organization are to use its internal sources. The Tuna Association must self-organize to make sure the sufficient financial resources to cover operating expenses of the Association. The funding can be from the tuna production and business activities. Currently, in the early stages to consolidate the organization, the Association may also call for the support of the production and business companies and interna-

tional organizations to complete the organizational structures. Then the Association can raise funding sources from following activities:

- + Membership fees
- + Fish markets and fishing port management fees in accordance with the current financial regulations.
- + Consultancy fees, advertising fees, and fees from economic services and contracts,
- + Beneficial from joint stock and joint ventures companies.
- + Revenue from service activities.
- + Revenue from promotional activities and organization of fairs and exhibitions.
- + Revenues from grants, and other lawful funding sources.

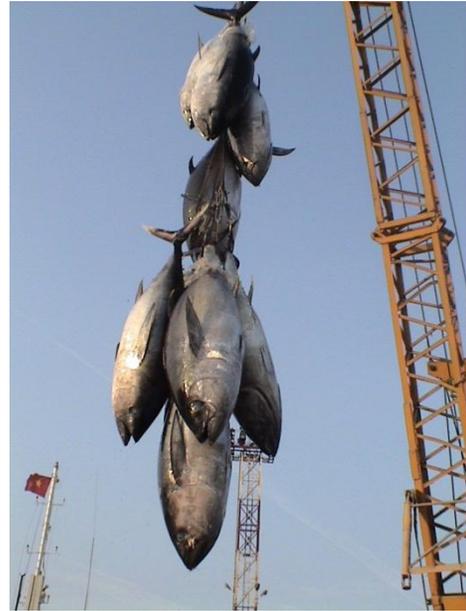
To use effectively and ensure transparency and controllable of financial income and expenditure sources, the Associations have to build financial management regulations. These regulations should provide the guidelines on how to contribute, manage, and use the financial sources. The Associations have to arrange the accounting section and allocate the accounting staffs in accordance with current financial regulations.

4. Recommendations with the Government

- Amending and supplementing the Decree 45/2010/ND-CP about not only guiding the state management with political and social organizations but also providing detail and practical guidelines for the actual operations of the socio-professional organizations.
- The Government should agree for the local Government Authorities of Binh Dinh, Phu Yen and Khanh Hoa in order to conduct pilot surveys to transfer the fishing ports and fish markets for tuna associations to construct these places as logistics facilities for tuna fisheries. The Government should agree to assign the tuna associations to construct pilot fish auction markets. In addition, the Government also should gradually transfer the logistics facilities of fishing ports for the socio-professional organizations as the Tuna Associations.

5. Recommendations with WCPFC

- Allowing Vietnam's Tuna Association to fully participate on WCPFC's activities.
- Continuing to provide the supports on finance, experience, science and technology for VINATUNA and other local tuna associations of Binh Dinh, Phu Yen and Khanh Hoa to build the association's charter and management regulations in compliance with national financial regulations, appropriate with practical requirements and ensure suitability with international regulations and the requirements and principles of the WCPFC.



OCEANIC TUNA SPECIES TO BE CAPTURED IN VIETNAMESE WATERS

SECTION 4: CONCLUSIONS

Tuna fisheries are providing high income for the fishing communities in the central provinces, creating significant revenue for the business companies by exporting tuna products of Vietnam. However, after 20 years since tuna fisheries introduced into Vietnam, due to lack of strategy, planning and management of the Government and thus tuna fisheries are being developed spontaneously. Tuna resources are not interested in term of the protection and development. Issues on safety at sea of fishermen are not been considered appropriately. There are beneficial conflicts between fishing communities with buyers and processing and exporting companies. Management at the fishing ports and fish markets is also very weak and thus the activities on of food safety and sanitary insurance are neglected.

Therefore, there is a strong demand to develop a tuna fisheries management plan to manage tuna resources in Vietnam. Fortunately, the importance of such plan development have been recognized by Central Committee for the Western Pacific (WCPFC) and thus they have been funded a financial source to implement a West Pacific East Asia Oceanic Fisheries Management Project (WPEA OFM) and the activities of this project have been implemented from 2010 and continued in 2011-2012. One of the activities of the project is to help Vietnam in order to develop the National Tuna Fisheries Management Plan and this plan can be implemented since 2012.

It is necessary to strengthen the tuna fisheries management system focusing on fishing activity management, preservation, transshipment, processing and exporting so that Vietnam's tuna fisheries management activities can gradually comply and adapt with WCPFC's requirements. To do this, strengthening the national management capacity of the Government agencies and organizations through necessary and practical measures is very important. The functions and structures of the national and local fisheries management agencies should be reviewed and reformed to ensure that they are effectively operating in

maintaining and developing sustainable tuna resources of Vietnam. Thus, Vietnam's Tuna Association and the Tuna Associations of Binh Dinh, Phu Yen and Khanh Hoa should also play the extremely important roles to be really the leading organizations of oceanic tuna fisheries management in Vietnam.

With financial support of the WCPFC though there are difficulties on information collection for the report and limited implementation time, this report is reflecting the current status of tuna fisheries in Vietnam. The function, structures and roles of the associations have also been analyzed to clarify limitations and shortcomings in operational organizations of the association in order to provide necessary reform recommendations for effectively operating in the future.